

IVY CITY COMMUNITY DEVELOPMENT PROJECT

BY

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PREFACE

The Ivy City Community Development Project is a joint project implemented in two components: the planning and community organizing component led by Parisa Norouzi and the government relations and public policy component led by John Holdsclaw IV.

The planning and community organizing component of the project is led by sponsoring organization, the District of Columbia Grassroots Empowerment Project (Empower DC). This component is centered on the development of neighborhood resident leadership, participation, education and organization in order that the community can effectively advocate for its interests.

The government relations and public policy advocacy component is centered on the investigation of prospective public policy changes that could be employed to support the revitalization of the Ivy City community of the District of Columbia. In addition, the project aims to influence pertinent District of Columbia government agencies to commit adequate resources to the Ivy City community to spur revitalization without causing the displacement of existing residents.

ABSTRACT

Since January 2005, the Ivy City Community Development Project, led by sponsoring organization Empower DC, has worked to create an organization for the Ivy City community in Washington, DC, led by residents and stakeholders, to empower the community to control economic assets, to prevent the sale of their greatest public asset (Crummell School) and ensure its redevelopment, and to organize and develop capacity in the community to proactively address rapid gentrification.

Grassroots organization Empower DC has led community organizing efforts and developed community capacity through conducting needs assessment and necessary trainings. In May, 2005 residents and stakeholders brought together by Empower DC named the Historic Ivy City/Crummell School Revitalization Coalition (Ivy City Coalition for short), wrote its mission statement and established working committees to protect residents from the threat of displacement due to rising housing costs.

Through the Ivy City Coalition, residents and stakeholders have greatly increased their civic participation and have exercised enormous influence on the course of decision making impacting the Ivy City community. In response to city-sponsored revitalization proposals, residents authored the Ivy City Plan for Home Again and established the Home Again/Ivy City Task Force which meets on a regular basis with the city to design the planned development of 60+ new

housing units, which residents are pushing to be offered to very low-moderate income families with current residents receiving priority.

The Ivy City Community Development Project will be evaluated based on:

- 1) The sustained involvement and leadership of residents and stakeholders
- 2) The successful completion of a revitalization plan for Ivy City
- 3) The successful negotiation of partnerships with District government, community developers and financial institutions to actualize the revitalization, and
- 4) Instituting measures of sustainability for the Ivy City Coalition

EXECUTIVE SUMMARY

The Ivy City Community Development Project is a community revitalization project centered on the development of community organization and resident involvement in the Ivy City community of Northeast, District of Columbia, through which residents will significantly impact legislative change, budgetary allocations and development guidelines which will foster community revitalization without the displacement of current low income residents.

The Ivy City community suffers due to lack of civic organization and resident involvement in self-advocacy, severe blight and deterioration due to long-time neglect and abuse, and a rapid rise in housing costs as well as pending large-scale development projects that threaten current residents with displacement. The current state of Ivy City is that of a long-neglected area, the historic home of low-income and blue collar African Americans who have long faced political isolation and lack of government support for community needs. Throughout the community's history, resident leadership and strong community organization has been the key to winning needed improvements. Over the last several decades, Ivy City suffered a large decrease in population and the remaining residents found themselves without representation, their needs perpetually ignored by decision-makers. Due to the recent development boom in DC, a renewed government and private development interest in the area has resulted in rapid housing cost increases and large-scale plans for new development which threatens to displace current residents.

The community-led project has sought to develop community organization, enhance residents' leadership and involve allied organizations to win badly-needed revitalization that is centered on providing improvements to quality of life for current residents, retaining community assets and preventing the displacement of current residents by preserving and creating affordable housing.

The projects key goals include:

- To create a coalition representing the Ivy City community in Washington, DC, led by community residents and stakeholders;
- To ensure significant community influence on community development/revitalization plans;
- To impact legislative & programmatic change and budgetary allocation in favor of Ivy City revitalization and affordable housing;
- To implement sustainability measures for continued Resident involvement & organizational development.

As a resident-led project, the goals of the Ivy City Community Development Project have changed according to the input and leadership of community residents who have identified what are the most pressing community concerns. The project has concluded that on-going organizational development, leadership development and other support is necessary for the Ivy City community to continue its quest for community revitalization without the displacement of current residents.

I. COMMUNITY NEEDS ASSESSMENT

Developed in 1872 along the Baltimore & Ohio railroad tracks, the Ivy City community in the District of Columbia became a brick manufacturing center and a close-knit, vibrant working class African American community. By the start of the 1900s, it became home to the National Fairgrounds, the Ivy City horse racing track and the Ivy City Jockey Club. Civic life in this small community of working people was primarily centered on the Alexander Crummell Elementary School (named for clergyman, educator and abolitionist Alexander Crummell, 1819-1898). African American children from Ivy City and neighboring Trinidad attended the school which was erected in 1911.

The small Ivy City community's history is a familiar tale of a resilient community that suffered decades of blight, environmental injustice, abuse and neglect due to discrimination against its low income, African-American population. The city government itself contributed greatly to the spread of blight and decay throughout the neighborhood by sanctioning the creation of several parking lots, waste transfer facilities and other undesirable additions to the community. Throughout the 1940's through 1960's, the city attempted to change the zoning of the area to commercial in order to facilitate the development of a freeway through the heart of the community, and additionally sought to site a dump adjacent to the school which was at the time over-capacity. These and other attacks on the community gradually eroded its base of long-time residents and homeowners, who left the area because of declining conditions and the impending freeway construction. It is also said that low income residents from

Southwest Washington who were displaced during “urban renewal” relocated to Ivy City. All factors contributed to the community’s low homeownership rate relative to other DC communities.

Subsequently, the Crummell School was closed in the early 1970s, and the city located several halfway houses, two homeless shelters and a youth detention center in the neighborhood while drug dealing and crime spread due to lack of a police presence. Today, the still close-knit community is characterized by numerous vacant lots and deteriorated housing and lacks opportunities for its residents, especially its youth. In addition, all former community organization has dissolved and in recent years the community has lacked the organization, leadership and civic engagement to address its problems. Residents now sense that rapidly rising housing costs and new development threatens to displace them from their run-down yet beloved community.

At the start of the Ivy City Community Development Project in January 2005, the community faced the loss of its greatest public asset, the Crummell School, which the District intended to sell to private developers. Additionally, at the commencement of community organizing activities undertaken by the Ivy City Community Development Project’s host organization, Empower DC, it was discovered that the city government planned major changes for the area which, either through relocation or gentrification, represented an impending threat of displacement for the existing community of low income families.

Key Issues Facing Ivy City Include:

A Small Community of Traditionally Marginalized, Low-Income Residents

- Household median household income is \$19,661 (compared to the District's average of \$44,180) (District of Columbia Office of Planning)
- Decline in the number of households from 605 in 1990 to 425 in 2000.(District of Columbia Office of Planning)
- 90% of housing stock is rental. (District of Columbia Office of Planning)
- 39% Households Receive Income Assistance. (United States Census)
- 28.8% population loss between 1990-2000. (United States Census)
- 44% of population lives below the poverty line. (United States Census)
- Homeownership rate is 12.7%. (United States Census)
- A 1984 Washington Post article describes the community as typified by “large populations of high school dropouts and public assistance recipients and high rates of infant mortality and unemployment” (Mansfield, V., 1984).

Blight and Decay in the Neighborhood

- More than 30% of Ivy City housing is vacant, the highest vacancy rate in Cluster 23.(District of Columbia Office of Planning)
- One-tenth of calls to the Mayor's call-in center regarding nuisance properties, rats and trash come from Ivy City-Trinidad, but residents report that they see little action as a result of their complaints (Leonnig, C., 2001).

Rapidly Rising Housing Costs and the Threat of Displacement

- Housing prices are steadily increasing in the cluster, rising 94% from 1999 to 2003; meanwhile 45% of units are controlled by absentee owners (Gross, 2004).
- Recommends targeting Ivy City for “mixed-income and mixed-use Redevelopment such as residential lofts, industrial, entertainment, education, market and retail uses,” and establishing “city site control in Ivy City for new Redevelopment.” (Gross, 2004)

Lack of support for the community throughout city government, and lack of an organized community presence

- A 1986 Washington Post article describes Ivy City residents booing then Ward 5 Council member Vincent Spaulding off of the podium when he came to speak at a neighborhood festival and was confronted by the leader of a community organization, which is no longer in existence. The article then quotes then Mayor Marion Barry as agreeing that Ivy City is a neglected community, in his words “probably the Anacostia of Northeast.” (Brisbane, A., 1986).
- A 1979 Washington Post article stated that only 75 of 584 registered Ivy City voters cast ballots in the school board elections. The Ivy City turnout was slightly lower than that city-wide, and reflected many residents view that elected officials are strangers to the neighborhood until voting time comes, and generally unresponsive to the neighborhood’s concerns (Milloy, C., 1979).

Today, the median income of Ivy City families is \$19,661 per year (District of Columbia Office of Planning). A recent study linked displacement due to gentrification in other parts of the city to relocation in Ivy City. It is one of the last “affordable” places to live in DC, but this is changing. The 2004 Fannie Mae report “Housing in the Nation’s Capitol” determined that housing prices rose 30% in Ivy City in 2003, a dramatic increase. Current homes for sale illustrate this sharp increase, with 2 bedroom condos going for \$275,000, and recent home sales ranging from \$340,000 - \$500,000, by far the highest housing prices the community has ever experienced (Long and Foster Real Estate, n.d.). (Community Needs Assessments: See Appendix A).

II. PROBLEM IDENTIFICATION

Problem Statement

In February 2005, the District of Columbia Office of Planning revealed its revitalization plan for Ward 5 entitled "Northeast Gateway: Many Neighborhoods, One Community," which focuses on the southeastern edge of Ward 5 including Ivy City and surrounding neighborhoods; Trinidad, Carver Terrace, Langston Dwellings and Arboretum. A draft revitalization plan for Ivy City was unveiled at a meeting held by the Ward 5 planners at which only ONE current Ivy City resident was in attendance. Two options were presented for the community: relocation of residents to allow the area to become all commercial in use, or redevelopment of vacant properties in order to create a mixed-income community.

At the same poorly-advertised and attended meeting, it was revealed that the Home Again Initiative, a program to address vacant property introduced by Mayor Anthony Williams in 2002, had quietly compiled ownership of more than over 30 vacant or abandoned properties in Ivy City (Geraldine Gardner, Home Again Program Manager, personal communication, February 15, 2005). The Home Again Initiative identifies and acquires vacant and abandoned properties via friendly sale, tax foreclosure and eminent domain and later sells the properties in bundles to pre-qualified for-profit and non-profit developers who then develop housing which is sold to homeowners. The Initiative requires that 30% of its properties be developed for families earning 60% of the Area Median Income (AMI) or below, defined as \$91,500 for a family of four in the DC Metro area (Deputy Mayor for Planning and Economic Redevelopment).

Because of increased interest in development throughout the District, rising housing costs and city-government involvement, the Ivy City community is facing rapid change after years of neglect which could easily result in the displacement of existing residents, renters and homeowners alike. It is a critical time for the community to exercise its power and influence the outcome of revitalization and development plans to ensure that the existing community benefits from revitalization, that displacement does not occur, and that this last bastion of affordable housing is preserved.

Solution

The Ivy City Community Development Project seeks to build community capacity, raise awareness and garner citywide support to ensure that coming revitalization is significantly influenced by community involvement, leads to the creation and preservation of affordable housing, and otherwise improves community life as defined by current residents.

Obstacles include the major challenge of developing community power able to force political will in support of community-identified goals, and over the interests of developers and other politically-powerful entities.

Project Target Community

The project target community includes the 757 residents (2000 census) of the Ivy City neighborhood, former community residents including alumni of the Crummell School, and representatives of neighborhood religious institutions, businesses and community organizations.

Project Goals & Objectives

Goal: To create a coalition representing the Ivy City community in Washington, DC, led by community residents and stakeholders.

Objectives:

- Organized over 50 residents and stakeholders of the Ivy City community and created the Historic Ivy City/Crummell School Revitalization Coalition.
- Created functioning committees to address 1) the Home Again Initiative and 2) the Alexander Crummell School.
- Wrote mission statement.

Goal: Ensure significant community influence on community Redevelopment/revitalization plans.

Objectives:

- Increased the civic participation of Ivy City residents, leading to significantly increased awareness of community concerns amongst elected officials and allied organizations.
- Established a community Task Force that meets on a regular basis with government officials to negotiate community revitalization plans.
- Held day-long community visioning session facilitated by professional consultant, resulting in community development guidelines used to influence government Request for Proposals for the development of new housing units.
- Facilitated residents' creation of community development & revitalization plans.

- (ongoing) Planned forum sponsored by the City Government for residents to review potential developers for new affordable and market rate housing development.

Goal: To impact legislative & programmatic change and budgetary allocation in favor of Ivy City revitalization and affordable housing.

Objectives:

- Prevented the sale of the historic Alexander Crummell School to a private entity by convincing city official to remove school for list of properties to be disposed of.
- Significantly impacted Request for Proposals (RFP) in the direction of increased numbers of affordable housing units to be built, greater number of units reserved for very-low and low income residents, and increased points given for added affordable units, longer period of affordability.
- Won allocation of \$3 million in developer subsidy funds from the DC Department of Housing and Community Redevelopment available to housing developers choosing to develop the community's favored "Option A" of RFP.
- Organizational partners draft legislative amendments to the Home Again legislation which are pending vote in the city council. Changes include allowing the Home Again Initiative to develop larger properties, creating both home-ownership and rental properties, with a larger percentage set aside for low-moderate income residents and for a longer length of affordability.
- Significantly raised City Council accountability around the issue of the use of public property, winning verbal commitments to promote lease over sale of

vacant public properties including schools and introduction of a favorable resolution with several cosponsoring members.

- (ongoing) Budget advocacy at FY 2007 Budget hearings for the renovation of Crummell School, the allocation of funds for Ivy City homeownership training, home repairs, and home purchase assistance.

Goal: Implement sustainability measures for continued Resident involvement.

Objectives:

- (ongoing) To secure funding for Empower DC to continue its community education and organizing work to sustain the Ivy City Coalition as its project as long as is deemed necessary by community
- (ongoing) Further organizational development of the Historic Ivy City-Crummell School Revitalization Coalition (incorporation, By-Laws, conflict management, fundraising)



Aerial photo shows the roof of the Crummell School on its 2 ½ acre site and surrounding blighted properties (www.citizenatlas.dc.gov)

PROJECT DESIGN

Review of the Literature

The literature reviewed includes city government planning documents, minutes from community meetings, and newspaper articles. Similar projects we have researched include:

- The Perry School Community Services Center, Inc. is a community based organization organized to address the issue of chronic poverty in its surrounding community. Over five and a half million dollars was raised to convert the vacant and historic Perry School into a community asset, housing services and programs to benefit and uplift the surrounding

community. Since 1991, the center has served the community in a comprehensive matrix of social services, economic empowerment and youth Redevelopment. Funding to operate its numerous programs comes from government and foundation sources (Perry School Community Services Center, Inc, n.d.).

- The Dudley Street Neighborhood Initiative (DSNI) began as a community response to severe blight exacerbated by vacant lots, illegal dumping and other crime in the Roxbury/North Dorchester area of Boston, Massachusetts. Founded in 1984, DSNI is an inspirational example of the successes a traditionally marginalized community can have when resident-leadership and community organizing is emphasized. DSNI programs include community organizing and training, neighborhood planning and community development including construction of new affordable homes and other community amenities, and other community empowerment initiatives (Dudley Street Neighborhood Initiative, n.d.).

Other similar projects in the vicinity include the New Community Redevelopment Organization, which was founded a couple years ago and has overseen the renovation of one house in Ivy City. This organization has ceased operating. A number of houses in the community are now under renovation by private landowners. A small community organization called the Ivy City Patriots recently negotiated a new playground, which was constructed as a concession for the community when the new Youth Services Center (a home for pre-trial youth offenders) was developed at the edge of the community.

Program

The resident-led Ivy City community organization will craft community redevelopment plans, public policy changes, and campaign to have these implemented to ensure revitalization benefits current residents, centered on preserving and creating affordable housing to prevent the displacement of current residents.

Participants

Participants include 50 community members, 10 former residents/ Alumni of the Crummell School, and 10 representatives of community organizations and religious institutions and allies from historic preservation, community empowerment and neighborhood revitalization fields.

Community Role

Community members and Crummell Alumni will provide leadership in mobilizing community participation, designing and building the Ivy City community organization, and will take on decision making roles within the organization. Community input will be solicited for programs and activities of the organization particularly in relation to the uses for the Crummell School and the planned new development of housing in the community. Physical resources available include meeting space at Bethesda Baptist Church, Trinity Baptist Church, the Ivy City Masjid and the Ivy City Resource Center. Institutional capacities include the neighborhood churches, supportive nonprofit affordable housing and community development organizations, and community media particularly WPFW Pacifica radio.

Stakeholder Analysis

Stakeholder	Stakeholder Involvement
Crummell School Alumni	Participation in Ivy City Coalition, provision of leadership throughout project
Current Ivy City Residents	Participation in Ivy City Coalition, provision of leadership throughout project
Existing Community Organizations: Ivy City-Trinidad Citizens' Association Ivy City Patriots	Participation in Ivy City Coalition, provision of leadership throughout project
Community Religious Institutions: Bethesda Baptist Church Trinity Baptist Church Ivy City Masjid	Participation in Ivy City Coalition, provision of meeting space
Ivy City Businesses	Participation in Ivy City Coalition, in-kind donations and support for community activities
Other DC Organizations: Institute for Local Self Reliance Sustainable Community Initiatives	Support and historic perspective on community issues
Councilman Vincent Orange – Ward 5	Represents Ivy City community – Chair of the Committee on Government Operations with oversight over public property (Crummell School)
Nonprofit Community Developers: MANNA Inc New Columbia Community Land Trust Mi Casa	Support for community revitalization planning: bidders on RFP for new housing
Empower DC – Parisa Norouzi	Community organizing and leadership development
John Holdsclaw	Government relations and policy support

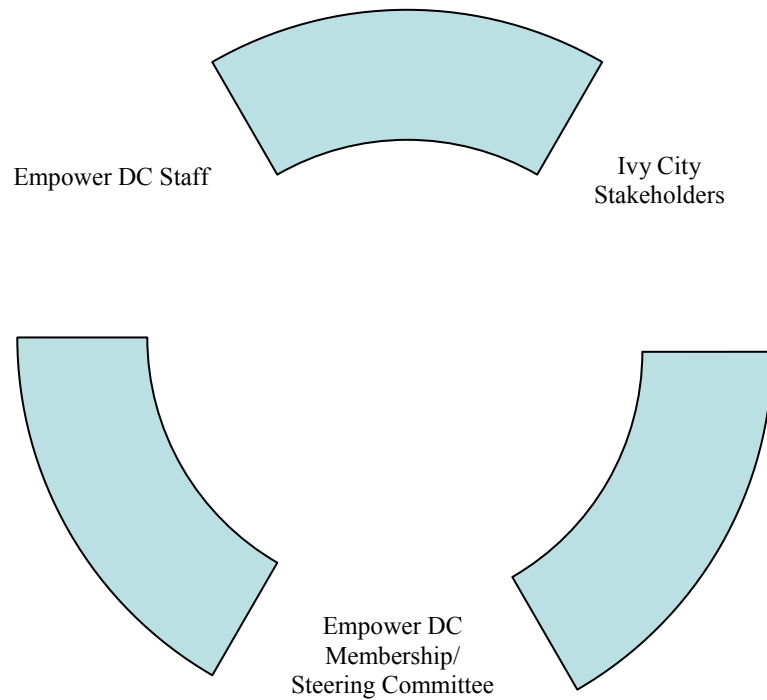
Host Organization

The host organization is the District of Columbia Grassroots Empowerment Project (Empower DC), a grassroots organization based in Washington, DC whose mission is to support the self-advocacy of low and moderate income DC residents in order to bring about improvements in their quality of life. The organization carries out its mission through grassroots organizing, community education, trainings and leadership development.

Empower DC is affiliated with numerous organizations and coalitions in DC which have expertise in the fields of affordable housing and community development. Such organizations include the Coalition for Nonprofit Housing and Economic Redevelopment, the Affordable Housing Alliance and the Fair Budget Coalition.

Project Organization Chart

The project organizational chart shows a non-hierarchical organizational structure detailing the role of Ivy City residents within the sponsoring organization, Empower DC. As a membership based, democratic organization, Empower DC members play a role in organizational decision making.



Method

Training, capacity building and community organizing have been undertaken to foster the civic engagement and leadership of community participants. Tools have been developed as needed, and presented to community participants to foster education about current development pressures, decision making and consensus building around the goals of the project, visioning for the scope of the project, and outreach and organizing to enhance support for the project.

Stakeholders have been involved throughout the process, including participation in monthly organizing meetings, one-on-one leadership development meetings, interim committee meetings and tasks including conducting research into useful models and resources, contacting potential

supporters, and developing project materials. Core stakeholders have been encouraged to lead small projects to further the overall goal.

Products & Outputs

Products and outputs of the project include:

- a. Increased community participation in addressing community issues.
- b. Development of a community led coalition.
- c. Training and capacity building to support community leadership and sustainability.
- d. Strategic partnerships with local and national community development organizations and financial institutions.
- e. Increased visibility and awareness of the community's goals.
- f. Increased attention paid to the community on the part of elected officials.
- g. Increased community participation in political/grassroots advocacy in addressing community issues.
- h. Creation of a community visioning document for Ivy City neighborhood.

PROJECT IMPLEMENTATION

Project implementation has included two main project components: the planning and community organizing component led by Parisa Norouzi and the government relations component led by John Holdsclaw IV.

Implementation Plan

OBJECTIVE	ACTIVITIES	TIME FRAME	PERSON RESPONSIBLE	MONITORING TOOL
Community Organizing and Organization Building	<ul style="list-style-type: none"> • Conduct extensive and ongoing outreach in the community to increase involvement in meetings and activities • Establish and facilitate monthly community organizing meetings • Establish working committees • Through one-on-one and group training, facilitate leadership Redevelopment and follow-through on group decision-making • Formalize and begin incorporation of Ivy City organization 	January 2005 – April 2006	Parisa/ community members	Meeting Records Minutes Sign in sheets Evaluation at end of meetings
Community Input/Creation of Revitalization Plans	<ul style="list-style-type: none"> • Conduct training on relevant policies and programs • Facilitate Redevelopment of community vision documents and advocacy plans • Establish resident task force to meet regularly with City officials 	February 2005 – April 2006	John/Parisa	Participation in trainings Completed revitalization documents Meeting Minutes
Prevent sale of Crummell School Impact Budget and Policy	<ul style="list-style-type: none"> • Mobilize community residents to testify at relevant hearings, meet with city council people • Facilitate residents involvement with other community Redevelopment advocacy organizations • Recruit allied organizations to advocate with community 	March 2005- April 2006	John/ Parisa	Incorporation documents, by-laws, officers, etc Changes reflected in policy, program and budget
Sustainability Measures	<ul style="list-style-type: none"> • Raise funds for ongoing leadership Redevelopment/training • Facilitate resident leadership within Empower DC 	Feb-April 2006	Parisa	Funds raised Ivy City residents paid members of Empower DC Ivy City resident active involvement with Empower DC

Staffing Pattern

With more than a decade of government relations experience and a volunteer member of Empower DC, John Holdsclaw IV leads the government relations' component of the project. John's work with Ivy City residents has included fostering the creation of the Ivy City-Home Again Task Force and its ongoing discussions/negotiations with the Home Again staff around guidelines for the new housing development. John has also conducted public policy advocacy training for residents on the "nuts and bolts" of being a successful advocate.

In the Empower DC organizational chart, the Director and Co-Director are responsible for carrying out the mandate developed by the membership. Linda Leaks is the Director of Empower DC and has provided support to the project in the form of consultation and advice based on her 30 plus years of community organizing experience and background in Community Economic Redevelopment. As co-founder and Co-Director/Organizer at Empower DC, Parisa Norouzi's responsibilities have included serving as the lead community organizer and community educator, engaging in leadership development, organizational development, community education and outreach, and project management. Parisa has been working with Ivy City residents in various capacities for the past four years. (Job Descriptions: See Appendix B)

Budget (See Appendix C and D)

Gantt Chart (See Appendix E)

V. Monitoring/Evaluation

Management Information System

Monitoring data has been collected via meeting minutes, sign in sheets, surveys, agendas and endorsements and have been collected at each stage of the project by the Project Manager or otherwise delegated participant.

Indicators of the impact of the Ivy City Community Development Project Include:

- 200 residents of the Ivy City community have provided contact information to remain informed about the activities of the project
- 20 alumni of the Alexander Crummell School have participated in project activities
- Community building activities have been greatly successful including:
 - A community block party, the first in recent memory, which attracted over 50 neighborhood residents
 - The ongoing Ivy City Oral and Neighborhood History Project which has completed 16 oral history interviews and compiled an archive of Ivy City history resources
 - The creation of a youth group called the Ivy City Achievers, which has enabled a small group of 8-11 year old boys engage in educational after school projects
 - Successful community activities including an outdoor film showing which attracted 70 community residents, a Halloween party and other fun events.

- Significantly increased media attention to the concerns of Ivy City

Residents, including:

- Two FOX news stories
- Two articles in the Washington Post
- One Letter to the Editor in the Washington Post
- Two articles in the Washington Times
- Two articles in DC North
- An article in the Washington Spark
- Several radio stories
- Participation in community meetings, trainings and events, including:
 - 50 participants for the day-long Community Visioning Charette
 - An average 30 participants at monthly community meetings

A community outreach survey conducted on January 16, 2006 in honor of Martin Luther King, Jr Day found that out of 40 respondents:

- 60% said that they were aware of the efforts underway in the community to prevent Ivy City residents from displacement
- 83% said that they would be willing to get involved in the effort to prevent displacement of Ivy City residents

Evaluation Plan & Reporting

The project is being evaluated based on:

- The number of involved community stakeholders, and leadership roles played by these individuals;
- Preventing the sale of Crummell School to a private entity;

- Mobilizing community residents to participate in a community design charette;
- Release of Request for Proposals (RFP) which reflects community's desired language and;
- The long term viability of the Ivy City community Redevelopment organization to carry out additional, community wide revitalization projects.

VI. Sustainability Elements

Sustainability Plan

The sustainability of the Ivy City Community Redevelopment Project is dependent upon:

- Continued participation of resident leaders and stakeholders
- Funding for Empower DC's ongoing training for the organizational development of the Ivy City Coalition

Additional political factors will contribute to the level of support residents can find within the City Council and administration. These factors include upcoming elections, most notably elections for the positions of Mayor and Ward 5 Council. The project would be significantly helped by the election of a community-friendly councilperson, especially the election of Ivy City-native and current resident leader Ms Audrey Ray who is running for the Ward 5 seat.

Institutional Plan

At the March 25th, 2006 annual membership meeting of Empower DC, members voted in favor of a resolution to continue Empower DC's work in Ivy City. The Ivy City project will be institutionalized as one of the priority campaigns

of Empower DC through continued engagement of Empower DC staff, Steering Committee, membership and allies in the project activities. Several Ivy City residents have become dues-paying members of Empower DC, and will continue their leadership role both within Empower DC and within the Ivy City Coalition. Funding will be sought from local and national sources to support continued involvement in the project. Potential funding sources include the Public Welfare Foundation, the Moriah Fund, the Meyer Foundation, Local Initiatives Support Corporation (LISC) and the Surdna Foundation.

Conclusions & Recommendations

The Ivy City Community Development Project has accomplished significant results. Once unknown by most District residents, there is considerable “buzz” about the community now. Residents’ involvement has significantly increased their visibility amongst elected officials, community media and throughout the DC nonprofit and advocacy communities.

Many challenges remain in Ivy City. Residents of long-neglected communities such as Ivy City can succumb to a feeling of hopelessness. It is a significant challenge to overcome these feelings and develop residents’ will to fight for needed improvements. Community organizing presents a significant challenge in all cases, especially so in predominantly low-income communities whose residents have access to fewer resources, and have limited education. Therefore, a primary recommendation for similar projects is to have an experienced community organizer who is able to serve the project on a full-time basis.

Today, the greatest determinant of whether the Ivy City community will realize its vision of community revitalization without displacement is the level of sustained community leadership. Empower DC is committed to providing ongoing organizational development training for participants in the Ivy City Coalition in support of this organization becoming a strong and sustainable voice for this once voiceless community.

Logic Model (See Appendix F)

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